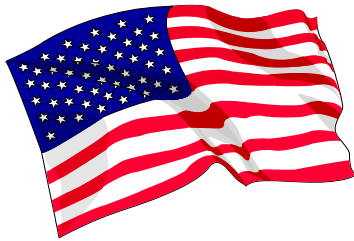


EQUAL EMPLOYMENT OPPORTUNITY ARMY RESERVE



Sonya Clumpner
Director



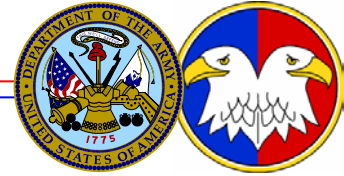
Listening to Customers is our Business



HOW to ACQUIRE & RETAIN COLLATERAL-DUTY EEO COUNSELORS

OR

***BEST PRACTICES FOR DEVELOPING AN
EEO COUNSELOR PROGRAM***



ARMY EEO VISION COMES FIRST

VISION

Army - The model employer with a diverse and effective work force founded upon equality of opportunity

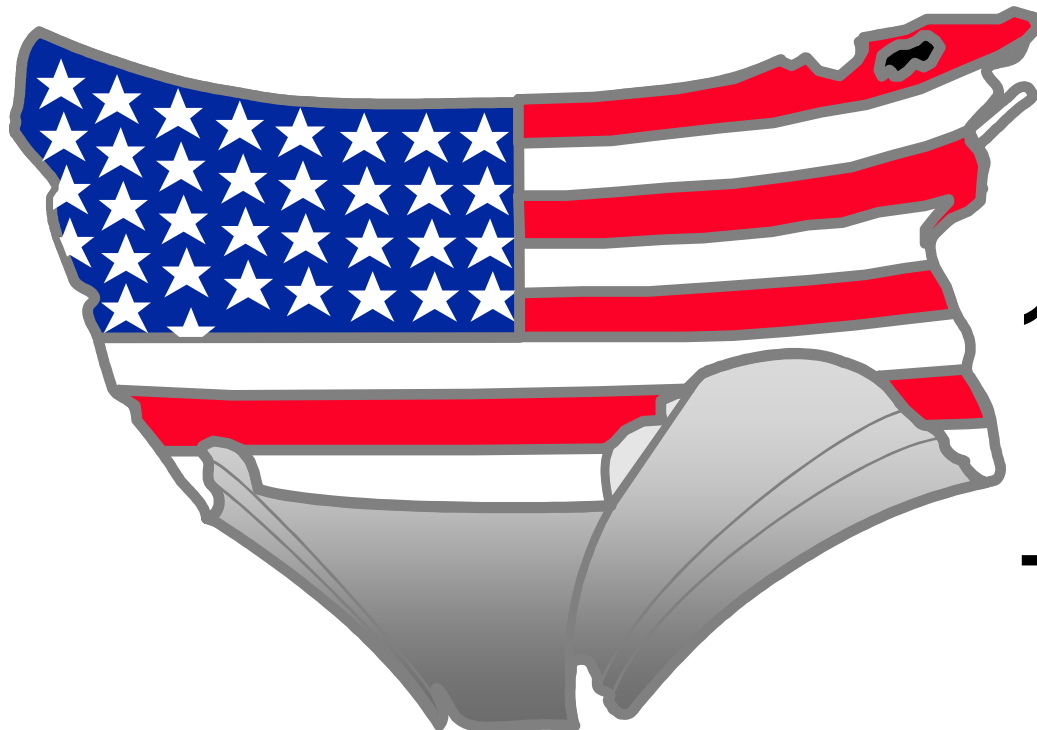
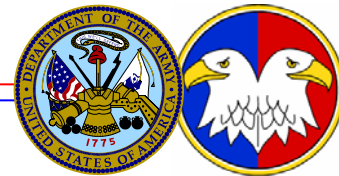
GOALS

A work environment free of unlawful discrimination

Equal Employment Opportunity institutionalized as an integral part of the Army mission

A work force reflective of our Nation's diversity

Army Equal Employment Opportunity professionals are experts in their field



**158 Counselors
Dispersed
Throughout the
United States**



EEO COUNSELOR WORKSHOP

PURPOSE

THE PURPOSE OF THE EEO COUNSELOR WORKSHOP IS TO PROVIDE AN OVERVIEW OF THE ESSENTIAL ELEMENTS OF ESTABLISHING AN EFFECTIVE EEO COUNSELOR PROGRAM WITH AN EMPHASIS ON SELECTING & RETAINING QUALITY COUNSELORS...



EEO COUNSELOR WORKSHOP

EEO COUNSELOR PROGRAM DEFINED:

- **A COUNSELOR MUST BE CONSULTED BEFORE A FORMAL DISCRIMINATION COMPLAINT IS FILED...**
- **THE COUNSELOR PLAYS A VITAL ROLE IN ENSURING PROMPT AND EFFICIENT PROCESSING OF THE FORMAL COMPLAINT**
- **AGGRIEVED PERSONS...MUST CONSULT A COUNSELOR PRIOR TO FILING A COMPLAINT...TO TRY TO INFORMALLY RESOLVE THE MATTER**
- **COUNSELORS SHALL CONDUCT COUNSELING ACTIVITIES IN ACCORDANCE WITH...COMMISSION MANAGEMENT DIRECTIVES**



EEO COUNSELOR WORKSHOP

BACKGROUND:

- **DIRECTED BY POLICY & REGULATION**
- **ARMY PREFERRED – COLLATERAL DUTY COUNSELORS**
- **ARMY SPECIFIC COURSE**
- **36 HOURS REQUIRED FOR CERTIFICATION**
- **EEOCCR CERTIFICATION AUTHORITY**
- **AR690-600 (Draft) & DA MEMO: 17 JUN 02**



EEO COUNSELOR WORKSHOP

THE CASE FOR COLLATERAL DUTY COUNSELORS:

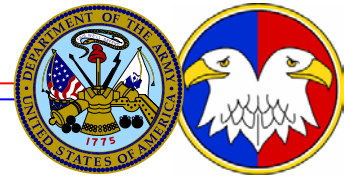
- **PEER to PEER**
- **GRASSROOTS**
- **INTIMATE KNOWLEDGE OF ORGANIZATION & CULTURE**
- **RESPONSIVE**
- **IMPROVED RESOLUTION OPPORTUNITY**



OPM GUIDANCE

DEFINITION OF EEO COLLATERAL ASSIGNMENTS

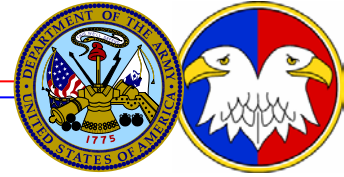
EEO Collateral assignments are official EEO duties and responsibilities assigned to an employee *in addition* to the primary duties and responsibilities of the position the employee occupies...



OPM GUIDANCE

EEO ASSIGNMENTS NOT COVERED BY THIS STANDARD

- The Assignment Controls the Grade of the Position
- The EEO Assignment is the Primary Reason for Establishing or Continuing the Position
- The EEO Assignment is Intended to be a Permanent Assignment

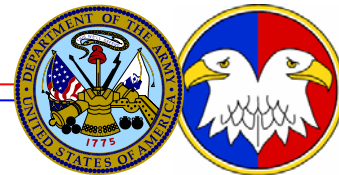


OPM GUIDANCE

DOCUMENTING EEO COLLATERAL ASSIGNMENTS

- OFFICIAL POSITION DESCRIPTION
- POSITION REQUIREMENTS
- NO-GRADE LEVEL EFFECT





OPM GUIDANCE

BASIC QUALIFICATION REQUIREMENTS FOR EEO COLLATERAL ASSIGNMENTS

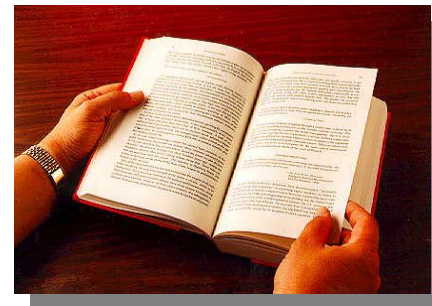
- KNOWLEDGE
- SKILLS
- ABILITIES

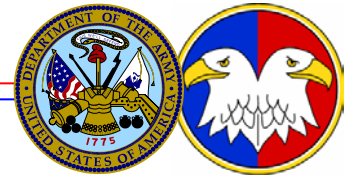




KNOWLEDGE

- **ARMY EEO POLICIES & PRACTICES**
- **LAWS & REGULATIONS GOVERNING FEDERAL EEO**
- **EMPLOYMENT CHALLENGES FOR UNDERUTILIZED PERSONS AND CLASSES IN THE WORKPLACE**
- **KNOWLEDGE OR INTEREST IN ACQUIRING KNOWLEDGE IN PERSONNEL, ARMY STRUCTURE & LABOR RELATIONS**





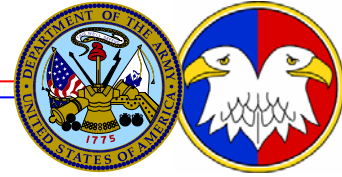
SKILLS

- ORAL & WRITTEN COMMUNICATION
- GATHER INFORMATION
- FACILITATE
- OBJECTIVITY
- IMPARTIALITY



ABILITIES

- ESTABLISH EFFECTIVE RELATIONSHIPS
- CLARIFY & DISCUSS ISSUES
- RESOLVE MISUNDERSTANDINGS
- INTERPERSONAL COMMUNICATION
- SAFE/SECURE RECORD KEEPING
- CONFIDENTIALITY



EEO COUNSELOR PLANNING & ORGANIZATION

MISSION STATEMENT

THE MISSION STATEMENT IS A SENTENCE OR SHORT PARAGRAPH THAT STATES THE PURPOSE OF THE EEO COUNSELOR PROGRAM AND THE NEEDS THE PROGRAM ADDRESSES...

SMALL GROUP BREAKOUT



EEO COUNSELOR PLANNING & ORGANIZATION

NEEDS ASSESSMENT

FORMAL AND INFORMAL INPUT FROM MEMBERS
OF THE COMMAND, WILL HELP FOCUS THE
TALENTS OF YOUR EEO COUNSELORS...

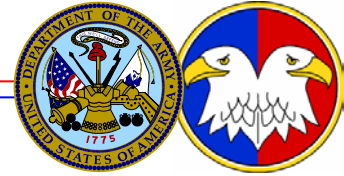


EEO COUNSELOR PLANNING & ORGANIZATION

GOALS & OBJECTIVES

DEFINING MEASURABLE GOALS & OBJECTIVES
GIVES YOUR EEO COUNSELORS A CLEAR
PICTURE OF WHAT NEEDS TO BE ACCOMPLISHED
AND PROVIDES THE COMMAND WITH A WAY TO
EVALUATE THE PROGRAM...

SMALL GROUP BREAKOUT



EEO COUNSELOR PLANNING & ORGANIZATION

BUDGET

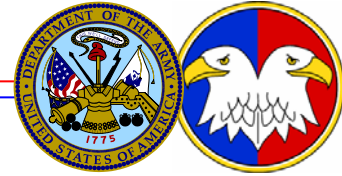
- FINANCIAL, IN-KIND, AND HUMAN RESOURCE SUPPORT NECESSARY TO DEVELOP AND SUSTAIN YOUR EEO COUNSELOR PROGRAM...
- EXPLOIT DISTANCE COMMUNICATION & LEARNING TECHNOLOGIES TO STEWARD RESOURCES...



EEO COUNSELOR PLANNING & ORGANIZATION

INVESTMENT

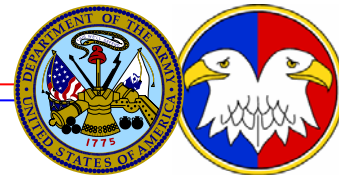
AFTER OBTAINING INPUT FROM WITHIN THE COMMAND ON THE DESIGN OF THE EEO COUNSELOR PROGRAM, KEEP THE COMMAND INFORMED AS THE PROGRAM DEVELOPS. REPORT SUCCESSES. ASK FOR HELP RESOLVING PROBLEMS. IF THE COMMAND BUYS INTO THE EEO COUNSELOR PROGRAM...



EEO COUNSELOR PLANNING & ORGANIZATION

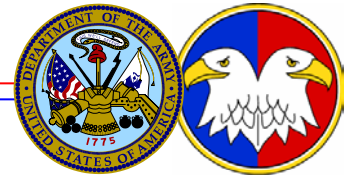
POSITION DESCRIPTION

Serves in a collateral duty capacity, commensurate with the principal duties of their respective position, as an Equal Employment Opportunity Counselor for the United States Army Reserve Command (USARC). USARC is a major Army command, with over 12,000 civilian employees servicing Army Reserve units in over thirty-five major subordinate commands with primary locations in every U.S. state and territory, Korea, Japan, and Europe...



EEO COUNSELOR PROCESS





EEO COUNSELOR POLICIES & PROCEDURES

REASONS TO DEFINE POLICIES

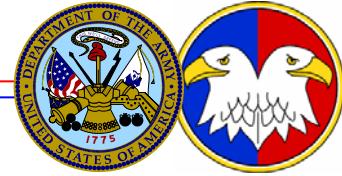
- **CONNECTS THE EEO COUNSELOR PROGRAM TO THE COMMAND AND ITS MISSION**
- **PROVIDES STRUCTURE FOR SOUND MANAGEMENT**
- **FORMALIZES DECISIONS**
- **ENSURES CONTINUITY OVER TIME & PROMOTES EQUITY & STANDARDIZATION**
- **STRESSES THE IMPORTANCE OF EEO COUNSELORS & PROVIDES AN ONGOING ELEMENT OF RECOGNITION**
- **CONTRIBUTES TO INCREASED COUNSELOR SATISFACTION, PRODUCTIVITY & RETENTION**



EEO COUNSELOR POLICIES & PROCEDURES

RECOMMENDED POLICIES

- **STATEMENTS OF BELIEF/POSITION/VALUE OF THE PROGRAM**
- **MECHANISMS FOR MANAGING RISK**
- **RULES TO SPECIFY EXPECTATIONS, REGULATIONS, AND GUIDES TO ACTION (E.G. CONFIDENTIALITY...)**
- **AIDES TO PROGRAM EFFECTIVENESS (E.G. PERSONNEL POLICIES) MODIFIED FOR THE COUNSELOR PROGRAM**



EEO COUNSELOR POLICIES & PROCEDURES

RECOMMENDED POLICY LEVELS

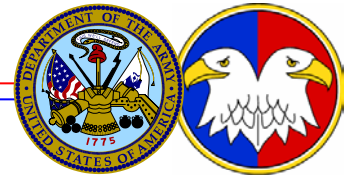
- ORGANIZATIONAL
- GENERAL
- SPECIFIC



EEO COUNSELOR POLICIES & PROCEDURES

SEVEN STEPS IN POLICY DEVELOPMENT

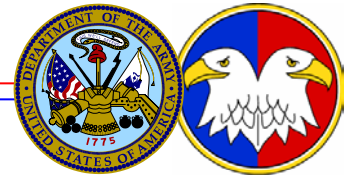
- 1) RECOGNIZE THE CURRENT PROGRAM**
- 2) ACKNOWLEDGE THAT EEO COUNSELORS ARE IMPORTANT**
- 3) ACKNOWLEDGE THAT EEO COUNSELOR INVOLVEMENT WARRANTS THE ATTENTION OF SENIOR LEADERSHIP**
- 4) SHAPE YOUR CONSIDERATION OF THE PROGRAM**
- 5) DEVELOP POLICIES ABOUT EMPLOYEE INVOLVEMENT**
- 6) DEVELOP OPERATIONAL GUIDELINES, STANDARDS, & PROCEDURES**
- 7) ENSURE PROGRAM EVALUATION, COMPLIANCE AND REGULAR REVIEW**



RECRUITMENT

RECRUITMENT MESSAGE

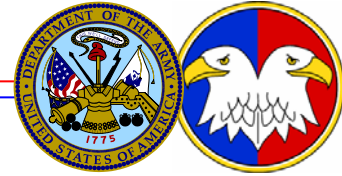
- SPECIFIC NEEDS OF THE ORGANIZATION
- HOW THE EMPLOYEE CAN ALLEVIATE THAT NEED
- THE BENEFITS TO THE EMPLOYEE



RECRUITMENT

RECRUITMENT MESSAGE REVIEW

- DOES THE MESSAGE HONOR THE EMPLOYEE?
- DO I KNOW WHY SOME PEOPLE MIGHT NOT SAY YES?
- IS THE MESSAGE TAILORED TO THE TARGET AUDIENCE?
- DOES THE MESSAGE INCLUDE THE NEEDS OF OUR COMMAND?
- WHO IN THE COMMAND CAN BEST DELIVER THIS MESSAGE?



RECRUITMENT

RECRUITMENT STRATEGIES

- **NON-TARGETED RECRUITMENT**
- **TARGETED RECRUITMENT**



RECRUITMENT

RECRUITMENT PROCESS

- **MAKE IT PERSONAL**
- **KEEP IT VISIBLE TO POTENTIAL COUNSELORS**
- **INVOLVE THE ORGANIZATION**
- **USE EMPLOYEE PEERS**



RECRUITMENT

RECRUIT FOR DIVERSITY

- AN ESSENTIAL ELEMENT IN ANY RECRUITING PLAN
- CONSIDER “OTHER” ELEMENTS OF DIVERSITY
- KNOW YOUR COMMAND’S DEMOGRAPHICS
- COUNSELOR POOL SHOULD REFLECT THE COMMAND
- CONSIDER DELIBERATE & STRATEGIC OUTREACH



RECRUITMENT

RECRUITING TECHNIQUES

- **MASS MEDIA**
- **PUBLIC SPEAKING OPPORTUNITIES**
- **PROFESSIONAL ORGANIZATIONS**
- **DIRECT MAIL & E-MAIL**
- **NEWSPAPER ARTICLES**
- **REFERRALS**
- **INTERNET WEB SITES**



SELECTION

SCREENING TECHNIQUES

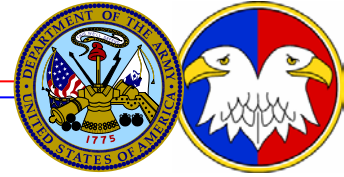
- APPLICATIONS
- COMMAND & SUPERVISOR NOMINATIONS
- INTERVIEWS
- OBSERVATION



SELECTION

INITIAL CONTACT

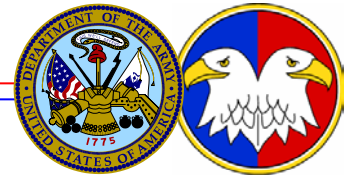
- **METHOD OF CONTACT**
- **PERSONAL DATA**
- **CONTACT INFORMATION**
- **REFERRAL SOURCE**
- **APPLICATIONS**



SELECTION

APPLICATIONS

- **TIE TO THE INTERVIEW**
- **ELICIT ENOUGH INFORMATION TO DETERMINE IF THE VOLUNTEER EMPLOYEE IS APPROPRIATE FOR YOUR COMMAND**
 - ✓ **IS THE APPLICATION TIMELY?**
 - ✓ **IS THE APPLICATION COMPLETE?**
 - ✓ **DOES THE GRAMMAR, SPELLING & PUNCTUATION MEET THE ARMY WRITING STANDARD?**



SELECTION

NOMINATIONS & REFERRALS

- **WHATS THE DIFFERENCE?**
- **TWO PARTY RULE – SUPERVISOR & “OTHER”**
 - ✓ **IS THE NOMINATION FOR THE GOOD OF THE COMMAND?**
 - ✓ **IS THE NOMINATION SUPPORTED BY THE COMMAND?**
 - ✓ **IS THE NOMINATION SUPPORTED BY THE SUPERVISOR?**



SELECTION

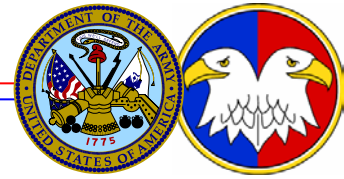
INTERVIEWS

- **AN OPPORTUNITY TO REVIEW THE COMMAND'S MISSION, VISION & GOALS**
- **AN OPPORTUNITY TO REVIEW THE EMPLOYEE'S INTERESTS, MOTIVATIONS & NEEDS**
- **THE INTERVIEW IS YOUR OPPORTUNITY TO LEARN ABOUT THE VOLUNTEER EMPLOYEES:**
 - ✓ **KNOWLEDGE, SKILLS, ABILITIES & EXPERIENCE**
 - ✓ **PREFERENCES OR AVERSIONS**
 - ✓ **SCHEDULE & AVAILABILITY**



UTILIZATION

- IDENTIFY “UP FRONT” WITH COUNSELOR
- MATCH THE CASE TO THE COUNSELOR
- WORK WITHIN THE COUNSELOR’S CASE LOAD EXPECTATIONS
- ASSIGN INITIAL CASE WITHIN 1 MONTH OF COUNSELOR CERTIFICATION
- ALLOW FOR “LEAVE” FROM THE PROGRAM



ORIENTATION

- **COMMAND OVERVIEW**
- **ORGANIZATIONAL CULTURE & LANGUAGE**
- **EEO FACILITIES & STAFF**
- **EEO COUNSELOR PROGRAM POLICIES & PROCEDURES**



ORIENTATION

COMMAND OVERVIEW

- **DESCRIPTION & HISTORY OF THE COMMAND**
- **MISSION, GOALS & OBJECTIVES**
- **ORGANIZATION, STRUCTURE & KEY STAFF**
- **DESCRIPTION OF PROGRAMS & CUSTOMER BASE**
- **MAJOR EVENTS & ACTIVITIES**
- **WHO'S WHO & WHO DOES WHAT**



ORIENTATION

ORGANIZATIONAL CULTURE & LANGUAGE

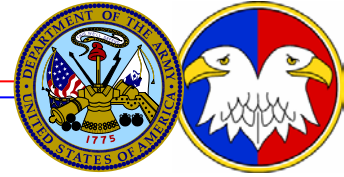
- **HANDBOOK OF POLICIES & PROCEDURES**
- **GLOSSARY OF TERMS**
- **INDEX TO CODES AND ABBREVIATIONS**



ORIENTATION

EEO FACILITIES & STAFF

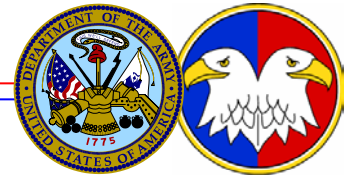
- RESOURCES AVAILABLE IN THE COMMAND
- RESOURCES AVAILABLE IN THE EEO OFFICE
- EEO OFFICE STAFF
- RELATED STAFF
 - ✓ AGENCY REPRESENTATIVES
 - ✓ UNION OFFICIALS
 - ✓ ADMINISTRATIVE POC'S



ORIENTATION

EEO COUNSELOR PROGRAM POLICIES & PROCEDURES

- **WAYS TO CONTRIBUTE**
- **COLLATERAL DUTY REQUIREMENTS**
- **RECORDKEEPING**
- **TRAINING OPPORTUNITIES**
- **CONTINUATION & TERMINATION POLICIES**
- **EVALUATION PROCEDURES**



TRAINING

EEO COUNSELOR DUTIES

- SPECIFIC TO EEO COUNSELOR DUTIES
- GEARED TO THE COUNSELOR'S SKILL LEVEL
- ASSESSMENT OF TRAINING NEEDS
- PERIODICALLY EVALUATED



TRAINING

TRAINING NEEDS ASSESSMENT

- **COUNSELOR SELF-ASSESSMENT**
- **SUPERVISOR ASSESSMENT**
- **EEO COUNSELOR PROGRAM MANAGER ASSESSMENT**
- **RELATED TRAINING FOR PRIMARY POSITION**



TRAINING

PERIODIC EVALUATION

- ANNUAL OR EVERY OTHER YEAR
- TIED TO PERFORMANCE
- DEVELOPMENTAL FOCUS
- PROGRESSIVE APPROACH



SUPERVISION

- **PRIMARY DUTY SUPERVISOR**
- **EEO COUNSELOR PROGRAM MANAGER**



SUPERVISION

PRIMARY DUTY SUPERVISOR

- **ENCOURAGE PARTICIPATION**
- **PROVIDE CONDITIONS FOR SUCCESS**
- **ASSIST WITH ORIENTATION TO THE COMMAND**
- **SUPPORT AND ENABLE PROPER TRAINING**
- **DOCUMENT PARTICIPATION IN EVALUATIONS**
- **PROVIDE REGULAR REINFORCEMENT & RECOGNITION**



SUPERVISION

EEO COUNSELOR PROGRAM MANAGER

- **ENCOURAGE PARTICIPATION**
- **PERIODICALLY MAINTAIN CONTACT**
- **ASSIST WITH COUNSELING - “COACH”**
- **SUPPORT PROPER TRAINING**
- **EVALUATE PERFORMANCE**
- **PROVIDE REGULAR REINFORCEMENT & RECOGNITION**



PERFORMANCE EVALUATION

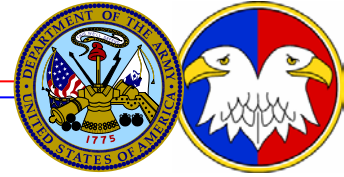
PERFORMANCE CRITERIA

- **SKILLS**

- ✓ **DEPENDABILITY**
- ✓ **COOPERATION**
- ✓ **EFFECTIVE COMMUNICATION**
- ✓ **PROBLEM SOLVING**

- **ACCOMPLISHMENTS**

- ✓ **SUPPORTS ORGANIZATIONAL VISION & MISSION**
- ✓ **MEETS GOALS & OBJECTIVES**
- ✓ **COMPLETES ASSIGNED TASKS**



PERFORMANCE EVALUATION

TIPS FOR EFFECTIVE EVALUATION

- STAFF FEEDBACK
- SELF-EVALUATION
- PROGRAM RECORDS



PERFORMANCE EVALUATION

EVALUATION FOCUS

- **REINFORCES CONTRIBUTIONS**
- **EMPHASIZES IMPACT ON THE ORGANIZATION**
- **HIGHLIGHTS SKILLS & ACCOMPLISHMENTS**



PERFORMANCE EVALUATION

OPTIONS FOR SUB-STANDARD PERFORMANCE

- LETTER OF CONCERN
- PROBATION (NON-PARTICIPATION)
- INTENSE MANAGEMENT (SPECIFIC PROBLEM)
- REMOVAL



RETENTION

- **MOTIVATIONAL FACTORS**

- ✓ **POWER**

- ✓ **ACHIEVEMENT**

- ✓ **AFFILIATION**

- **ASSESSING MOTIVATION**

- ✓ **SHARE NEW DEVELOPMENTS**

- ✓ **SOLICIT SUGGESTIONS/INPUT (FEEDBACK)**

- **EEO COUNSELOR “CAREER PATH”**

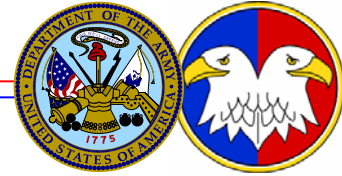
- ✓ **SENIOR EEO COUNSELOR OR PEER COUNSELOR**

- ✓ **GUEST SPEAKER FOR TRAINING OR CONFERENCES**



RECOGNITION

- **IMPORTANCE OF RECOGNITION**
- **EXPRESSING THANKS**
- **APPROPRIATE PRAISE**
- **FREQUENT & PERSONAL**
- **POSITIVE FAREWELL**
 - ✓ **TRANSFER**
 - ✓ **RETIREMENT**
 - ✓ **SEPARATION**



AWARDS

- **FEDERAL**
- **PRIVATE SECTOR**
- **PROFESSIONAL ASSOCIATIONS**
- **LOCAL, COMMAND & NATIONAL**



PROGRAM EFFECTIVENESS

- DATA COLLECTION
- EVALUATION REPORT
- KEY QUESTIONS

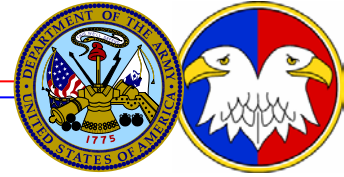




PROGRAM EFFECTIVENESS

DATA COLLECTION

- **QUALITATIVE DATA**
 - ✓ **COUNSELOR SURVEYS**
 - ✓ **MANAGER & SUPERVISOR SURVEYS**
 - ✓ **EEO SPECIALIST SURVEY/ASSESSMENT**
- **QUANTITATIVE DATA**
 - ✓ **NUMBER OF EEO COUNSELORS**
 - ✓ **NUMBER OF CASES PER COUNSELOR PER YEAR**
 - ✓ **RESOLUTION RATE**



PROGRAM EFFECTIVENESS

EVALUATION REPORT

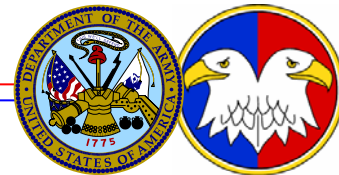
- **JUSTIFY FUNDING**
- **GAIN ADDITIONAL SUPPORT**
- **DEMONSTRATE EFFECTIVENESS**
- **IDENTIFY STRENGTHS & WEAKNESSES**
- **DETERMINE FUTURE PLANNING**
- **CELEBRATE ACCOMPLISHMENTS**



PROGRAM EFFECTIVENESS

KEY QUESTIONS

- **IS THE PROGRAM OPERATING IN CONFORMITY WITH ITS ORIGINAL DESIGN?**
- **HAVE ADJUSTMENTS BEEN MADE AS NEEDED?**
- **WERE THE STATED OUTCOMES ACHIEVED?**
- **IS THE EVALUATION DATA BEING USED FOR FUTURE PLANNING?**



Army Reserve EEO Team

Sonya Clumpner
Director, EEO Army Reserve



Army Reserve TEAM
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Fort Dix & AR-PERSCOM

1-888-838-4499

e-mail:

o-eeo@emh2.mccoy.army.mil

https://usarcintra/dcsper/EEO/USARC_EEO_HOMEPAGE.htm